



Multicultural
NSW

Draft Change Management Plan

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1. Background and Reasons for the Organisational Change

1.1 Scope

This Change Management Plan applies to the Information and Communications Technology team within the People and Corporate division

1.2 Context

Multicultural NSW is the lead agency responsible for promoting community harmony, social cohesion, delivering interpreter and translator services, and implementing the state's multicultural policies and legislative framework.

As an executive agency, Multicultural NSW's information technology services are delivered by its Information and Communications Technology team.

This organisational change is in response to the increase in technology projects across the organisation and to ensure whole of government cyber security policies are effectively implemented.

1.3 Objectives

This Change Management Plan aims to support the transition to the proposed Information and Communications Technology team structure, and to ensure the impacted employees are consulted and provided with the opportunity to apply for relevant roles in an equitable process that recognises their skills and experience.

1.4 Rationale

The restructure and realignment of the Information and Communications Technology team aims to:

- Ensure a fit-for-purpose model for the delivery of all information technology services across the agency.
- Create a sustainable team structure with improved reporting lines
- Build leadership opportunities within the team
- Reduce the dependency on the Associate Director role and associated risks with this structure.
- Introduce a cyber security and business partnering role to ensure whole of government cyber security policies are effectively implemented, ensuring the agency meets all compliance requirements
- Clearly define all roles and responsibilities within the team
- Create structure that delivers pathways for career progression and succession planning.

1.5 Stakeholder/Customer Priorities

The redesign will address the current approach of:

- Cyber security activities being an 'add-on' to roles within the information technology team
- Reactive management of new information technology projects

We anticipate no changes to BAU activities until this change is implemented.

2. Change Management Approach and Principles

The following principles underpin the approach to managing impacted employees throughout the transformation:

- Minimal disruption to delivery of services;
- Placement of existing employees is a high priority;
- Open consultation with employees and the union;
- Adherence to public sector policy and legislation;
- Implementation of fair, transparent and accountable processes;
- Appropriate information and support mechanisms for employees to both assist their understanding of and transition through the process.

3. Approval

The Chief Executive Officer will approve the implementation of the Change Management Plan following consultation with unions and employees.

4. Employee Communication Strategy

Employees will be kept informed on the progress of the plan by:

- Employee briefing or information sessions to be conducted by the relevant Director and Associate Director, and
- Regular updates on process and proposed opportunities.

5. Employee Support Services

Multicultural NSW is committed to providing comprehensive support to employees impacted by the change.

As such, impacted employees will be provided with updates by the relevant Director and Human Resources team to inform them of the status of progress and to alert them to any opportunities and relevant information.

Employees will be consulted as per the communication plan, and feedback will be sought on the Change Management Plan, the proposed structure and roles.

Impacted employees will be provided with individual meetings to discuss the Change Management Plan and will be provided with advice on the relevant human resources policies.

Throughout any change, managers and directors are expected to maintain regular communication with their staff, provide clear and consistent information, and address any concerns or issues as they arise. They should also encourage and facilitate access to other support services as needed.

Support services include professional counselling services through Multicultural NSW Employee Assistance Provider (EAP) Converge: 1300 687 327 or via the Converge website. Impacted staff will be reminded throughout the process of these services, which include 24/7 telephone and face-to-face confidential counselling services that are available to both employees and their immediate families.

6. Consultation

Multicultural NSW is committed to consulting with employees in relation to any changes in the workplace that will affect employees.

Employees and their union will be allowed to review the proposal and provide feedback on the structure prior to any decision being made. All feedback will be considered.

The Human Resources team will manage consultation around the Change Management Plan and its implementation.

Where issues remain unresolved during or after the consultation phase, Multicultural NSW and the respective union will use existing dispute resolution procedures to resolve these matters.

7. Workforce Planning Needs and Impact on Services and Functions

It is anticipated that the structural changes and a stepped approach to filling roles will not affect Multicultural NSW's capacity to deliver Information Technology and Communications Services.

The restructure defines three streams of activity within the Information Technology and Communications team:

1. Systems Administration, applications, helpdesk and telephony
2. Cyber Security and Business Partnering
3. Business Analysis

Adjusting the reporting lines within the team will optimise the overall structure, manage spans of control (number of direct reports) and right size the work with the role purpose, grade and workload.

It is anticipated that this process may result in one employee being declared excess.

8. Changes to Organisational Design

8.1 Changes to the Structure

See **Attachment A** for a detailed comparison of the current and proposed structure.

Role descriptions were developed for all new positions under the revised structure and are attached to this Plan. They will be finalised after the consultation process.

8.2 Changes to business process

Introducing three streams would lead to better accountability, reporting and monitoring, enhancing customer satisfaction.

1. The defined role for cyber security and business partnering will:
 - Result in an uplift across the Agency's risk profile in all areas of cyber security, ensuring that all government policies and compliance requirements are met. This approach will result in improvements to the agency's

system security, increased staff awareness, improve the currency of all cyber-related Agency policies and documentation.

- Create a new business partnering function, supporting the identification and prioritisation of technology needs across the Agency
2. The Helpdesk stream will support the streamlined management of helpdesk ticket allocation, ensuring timely triage and resolution of helpdesk requests. Creating a reporting stream within the helpdesk function will enable tickets to be prioritised and escalated based on complexity
 3. The business analysis stream will continue existing services of documenting processes and supporting uplift across all technology projects.

9. Proposed means for filling positions

Roles will be filled in accordance with the prevailing rules and protocols under the Government Sector Employment Act 2013 (GSE), the Government Sector Employment Rules 2014, the Public Service Commission Agency Change Management Guidelines, and relevant transitional arrangements.

There is no change in the total number of roles in the team.

The functions and responsibilities of some roles have changed, compared to the existing structure. It will not be possible to match one impacted employee directly.

New roles will be advertised in accordance with the GSE guidelines.

There is only a right of review against promotional decisions consistent with Rule 24 (2) of the *Government Sector Employment Rules 2014* on the ground that the whole or any part of the selection process for the role concerned was irregular or improper.

Placement Process

Employees can apply for new positions available and advertised.

Multicultural NSW will provide employees with training and support to maximise their opportunity for success in a comparative assessment process. This could include, but not be limited to, interview skills, CV presentation, PSC capabilities framework, practice answering targeted questions etc.

10. Impact on EEO Groups

Where employees have a disability, consideration for appointment will be consistent with the terms of the *Disability Inclusion Act 2014* and the *Anti-Discrimination Act 1977* or other legislation. Modifications to the assessment process, where necessary, will be made consistent with the requirements of the *Government Sector Employment Act 2013*.

11. Timetable and Communication Plan for Implementation

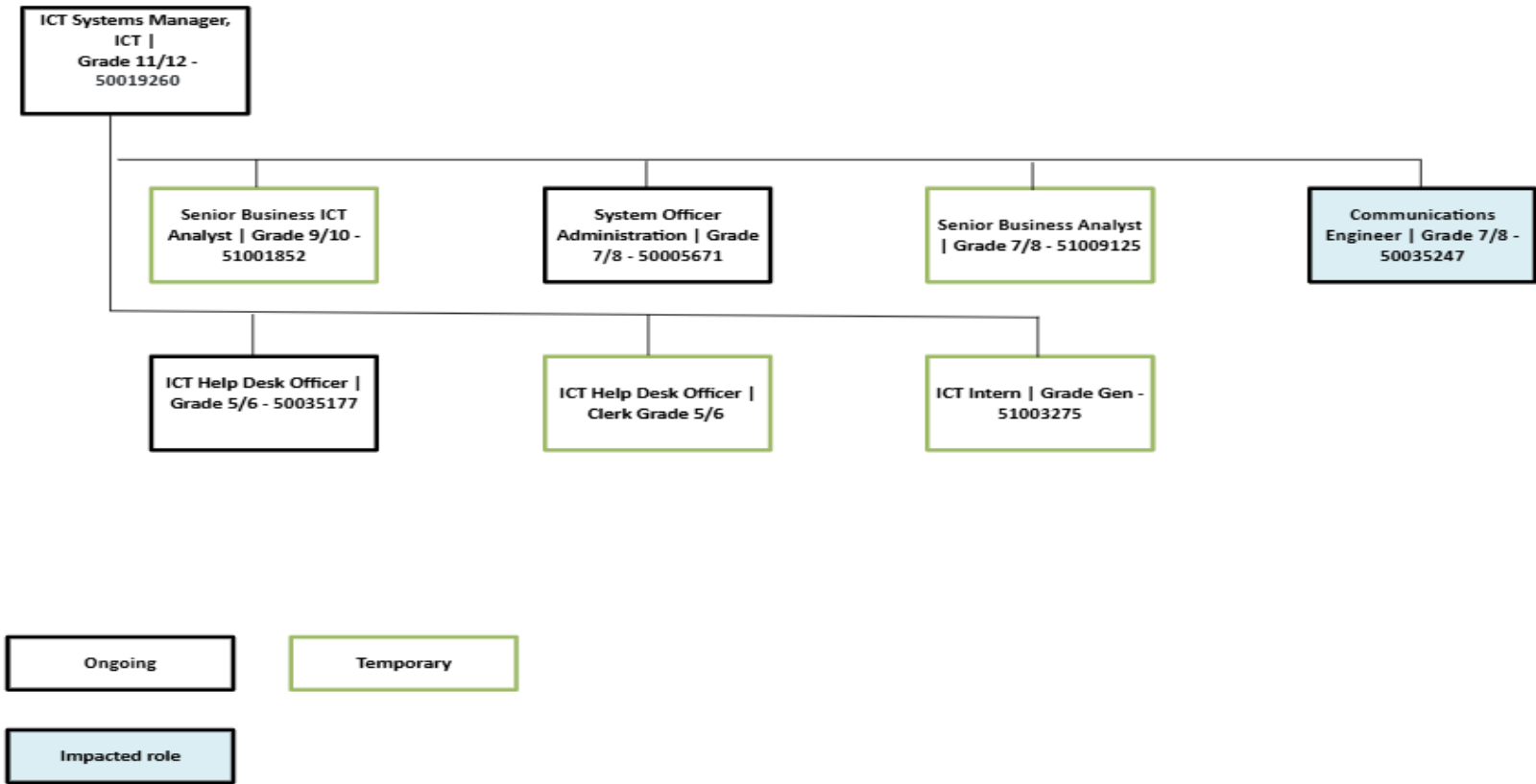
Action	Timeframe
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Change Management Plan approved by CEO	17 August 2026
Briefings for Employees and Union Consultation period with affected employees and the Union commences	25 August 2026
Consultation period closes	8 September 2026
Change Management Plan finalised and approved for implementation	Second week of September 2026
Briefings for Employees on Consultation Outcome Union Briefing	Second/ third week of September 2026
Placement process External Recruitment – Comparative Assessment Recruitment for new positions • System Analyst LS (Clerk Grade 5/6) • Senior Cyber Specialist/ Business Partner (Clerk Grade 9/10) • Senior System Analyst (Clerk Grade 9/10) • The following role will only be advertised if impacted staff are placed or declared excess: Helpdesk Support Technology & Telephony (Clerk Grade 5/6)	Commences Mid-September 2026
Provide regular updates to employees and Union throughout the duration of this change management plan.	Ongoing
Meet with Union on plan finalisation	October/ November 2026

Attachment A

	Current Structure			Proposed Structure		
Classification	Number	Title	Number	Title	New role	
GRD 11/12	50019260	ICT Systems Manager	50019260	ICT Systems Manager	No	0
GRD 9/10	51001852	Senior Business ICT Analyst	51001852	Senior Systems Analyst	No	0
GRD 9/10				Senior Cyber Specialist/Business Partner	Yes	+1
GRD 7/8	50005671	Systems Officer Administration	50005671	Systems Admin / Application Support	No	0
GRD 7/8	50035247	Communications Engineer	50035247			-1
GRD 7/8	51009125	Senior Business Analyst (LS)	51009125			-1
GRD 5/6				Systems Analyst LS	Yes	+1
GRD 5/6	50035177	ICT Helpdesk Officer	50035177	Helpdesk Officer Technology and Telephony	No	0
GRD 5/6	50035177	ICT Helpdesk Officer		Helpdesk Support Technology and Telephony	No	0
Grade 1/2	51003275	ICT Intern	51003275	ICT Intern	No	0
FTE Change						0

Information and Communications Technology - Existing Structure



Information and Communications Technology - Proposed structure

